



# The SPS Connection

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May/June 2006

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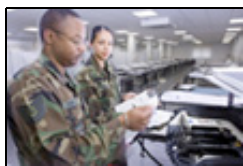
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## The Business Transformation Agency: DoD's Steward for Progress



Lee Iacocca. Louis Gerstner. Jack Welch. Rudy Giuliani. In most organizations, change does not happen spontaneously. Change agents drive their organizations to adopt new practices and rewire cultures to move the company (or government) forward.

At the Department of Defense (DoD), the Business Transformation Agency (BTA) was built just for this purpose. Recognizing a need for enhanced support to the warfighter, while providing greater accountability to the American taxpayer, the Defense Business Systems Management Committee (DBSMC) approved the establishment of an agency to lead and coordinate business transformation efforts across the DoD.

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## BTA Mission Statement

*To guide the transformation of business operations throughout the Department of Defense and to deliver Enterprise-level capabilities that align to warfighter needs.*



## Colonel's Corner

Colonel's Corner will return in the July/August issue of SPS Connection.



## Hard Work Pays Off!

***BTA Milestones Hint at Future Full of Opportunities***

BTA is pleased to announce milestones in the following programs:

### Acquisition Spend Analysis Service (ASAS)

Prior Challenges...

- Inefficient processes
- Lack of data (resulting in fragmented and redundant buying strategies)
- Misguided purchase decisions
- Missed opportunities for cost savings



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## Tips & Tricks

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#### Increment 2

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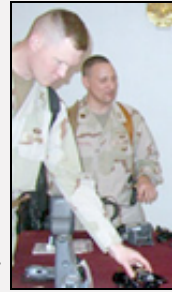
## Enterprise Transition Plan - The Foundation for the Future

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software recently underwent a three-week long pilot test by field ordering officers (FOOs) currently serving in Iraq. Using Panasonic handheld computers...

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**Change is coming!** The SPS Connection will soon be getting a facelift. [Send us](#) your suggestions for improvements. Thanks to everyone who participated in our recent logo survey! Your input is helping to guide current branding efforts.

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At the Department of Defense (DoD), the Business Transformation Agency (BTA) was built just for this purpose. Recognizing a need for enhanced support to the warfighter, while providing greater accountability to the American taxpayer, the Defense Business Systems Management Committee (DBSMC) approved the establishment of an agency to lead and coordinate business transformation efforts across the DoD. On October 7, 2005, Deputy Secretary of Defense Gordon England directed the establishment of the BTA via memorandum. On February 3, 2006, the BTA announced its organizational structure in support of its dual mission.



To achieve greater accountability while providing enhanced support to the warfighter, the BTA must stay focused on efficiencies. The Agency has been charged with ensuring consistency, consolidation, and coordination of DoD Enterprise-level business systems such as the Standard Procurement System (SPS) and the Defense Integrated Military Human Resources System (DIMHRS). While coordinating these systems across DoD Components, the BTA must also work to reduce redundancies and overhead costs. By establishing standard business systems and coordinating operations DoD wide, the BTA hopes to achieve greater transparency and more effective and immediate business practices.

The BTA represents an evolutionary step forward in the Department's efforts to transform its Business Mission Area (BMA), replacing the Business Management Modernization Program (BMMP). Through the BTA, DoD will further refine the scope and approach presented in the Enterprise Transition Plan (ETP) and the Business Enterprise Architecture (BEA).

As the largest and most complex organization in the world, the DoD presents a unique business challenge. Managing more than twice the dollar volume of the world's largest corporation, employing more people than the population of some countries, providing medical care for as many patients as the planet's largest health management organization, and carrying *five hundred times* the number of inventory items as the world's largest commercial retail operation, DoD is moving toward the transformation of its business processes at a critical time in its history. The BTA is here to guide that transformation and ensure that DoD continues to support the warfighter and provide accountability to taxpayers.

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## **Hard Work Pays Off!** ***BTA Milestones Hint at Future Full of Opportunities***

BTA is pleased to announce milestones in the following programs:

### **Acquisition Spend Analysis Service (ASAS)**

Prior Challenges...

- Inefficient processes
- Lack of data (resulting in fragmented and redundant buying strategies)
- Misguided purchase decisions
- Missed opportunities for cost savings

ASAS at a Glance...

ASAS provides the Enterprise-level solution to acquisition analysis, pulling data from multiple services into a *single* view for complete analysis.

This reduces the complexity of data integration across the Department. ASAS also analyzes spending data, providing a tool to perform trend analysis and compliance checks.

ASAS Opportunities...

- Encourages collaboration across the Department
- Ensures operational and supplier compliance
- Improves DoD's ability to meet economic goals
- Better meets the purchasing needs of the warfighter



### **DoD/IRS Partnership**

Prior Challenges...

- Delayed communications between DoD payment systems and IRS tax systems (resulting in DoD payments to contractors who owe the IRS)
- Lack of valid Tax Identification Numbers (TINs) on vendor documents (resulting in inaccurate data flowing into government acquisition systems)

Partnership at a Glance...

The DoD/IRS task force developed a solution that uses the DoD contracts database and the Central Contractor Registration (CCR) system to generate a monthly file of newly awarded contracts for the IRS. This provides ample time for the IRS to issue notices and collect payments. Since the new process went live in January 2005, collections increased to \$197 million – up from \$113 million the prior year.

The task force again turned to the CCR system in crafting a TIN matching process. When a contractor registers for the CCR, the TIN and Taxpayer Name combination provided must match the combination used in federal tax matters. The CCR team began validating registrants' TINs and names with the IRS in October 2005. By October 2006, virtually all of the records for the 400,000 CCR-registered vendors

will have valid TINs.

DoD/IRS Opportunities...

- Increased IRS collections
- Real-time IRS TIN validation (resulting in a faster CCR registration process for vendors)

### **Defense Civilian Personnel Data System (DCPDS)**

Prior Challenges...

- Multiple legacy systems (resulting in dated and inconsistent results)
- Ill-informed personnel management decisions

DCPDS at a Glance...

DCPDS is the largest automated human resources system in the world, replacing multiple legacy systems and supporting over 800,000 civilian employee records. The database contains current, projected, and historical position and employee personnel management data (over 15,000 characters), such as education level, work experience, current grade and step, awards history, projected training requirements, and completed training. For more information, visit <http://www.cpms.osd.mil/regmod>.

DCPDS Opportunities...

- Evolution of work force analysis on a variety of topics to assist in making sound personnel management decisions
- Continued support of strategic BTA initiatives

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## Enterprise Transition Plan-The Foundation for the Future

In recent years, “improve business processes” has become a rallying cry, not just for business executives, but also for not-for-profits, hospitals, schools – and government agencies. The phrase has also come to mean much more than simply changing accounting procedures or reporting structures. It is code for improving the organization from all angles – engaging employees, stakeholders, and customers to shape policies and procedures that help the organization to run smoothly, efficiently, and yes, at a lower cost.

For the Department of Defense (DoD), that is where the Enterprise Transition Plan (ETP) comes in. Since its inception in September 2005, the ETP has guided DoD in improving business processes that support the warfighter. This effort has focused on improvements surrounding the five Core Business Missions (CBMs):

- Human Resources Management;
- Weapon System Lifecycle Management;
- Material Supply and Service Management;
- Real Property & Installations Lifecycle Management; and
- Financial Management.

“The Enterprise Transition Plan really provides the roadmap for transforming the Department’s business operations,” comments Kristyn Jones of the Transition Planning group at the Business Transformation Agency (BTA). “It is the plan for improving business capabilities to better support our warfighters and provide financial accountability, showing the key programs that will be responsible for enabling these improvements, and the milestones and metrics that will help us to track progress.”

To accomplish this task, the ETP supports the goals for the BTA and the Business Enterprise Architecture (BEA). The BTA has been charged with improving DoD’s business processes to enable greater support to the warfighter and greater accountability to the American taxpayer. The BEA, on the other hand, defines the actual processes, data structures, information flows, and business rules required to guide improvements in the CBMs.

In this structure, ETP provides the guidance – laying out strategy, identifying and measuring milestones, and putting resources into place for business capability improvements (via supporting systems and initiatives). It directs actions aimed at six Business Enterprise Priorities (BEPs):

- Personnel Visibility;
- Acquisition Visibility;
- Common Supplier Engagement;
- Material Visibility;
- Real Property Accountability; and
- Financial Visibility.

Within the five CBMs, these six BEPs lay out specific, short-term objectives that change and evolve as goals are met. By outlining specific priorities under the CBMs and governing those priorities with a step-by-step plan, DoD can move quickly to improve processes, track progress, and determine the appropriate next steps.

Since its establishment on October 7, 2005, the BTA has achieved outstanding results across DoD and



in all of the six BEPs. "The visibility of this information is a huge step forward because it helps our senior leadership to make better-informed decisions. They now have a better understanding of what capability improvements are planned, when they are happening, how much they cost, and whether they are progressing on track," comments Jones.

"We have already started to see the Department's leadership make trade-off decisions based on this information. The success of the plan will be based on how widely it is used to aid in decision making and to guide the selection of future investments." continued Jones.

For more information on the BTA and the ETP, please visit [http://www.dod.mil/dbt/fag\\_bta.html](http://www.dod.mil/dbt/fag_bta.html) and [http://www.dod.mil/dbt/fag\\_etp.html](http://www.dod.mil/dbt/fag_etp.html).

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## Business Enterprise Architecture – A Blueprint for Action

It is often said that the road to you-know-where is paved with good intentions; in management, this means that even the best-laid plans can fail when they are not carried out properly. In the Business Mission Area (BMA) at the Department of Defense (DoD), the Business Enterprise Architecture (BEA) is the tool designed to ensure that ideas are carried out with the proper actions.

The BEA, currently in its third iteration, sets Department-wide business capabilities, rules, data standards, and operating requirements, essentially creating a blueprint for DoD staff to achieve the goals described in the Enterprise Transition Plan (ETP). It guides the actions of DoD staff so that the Department is consistently moving in the right direction to accomplish its goals and priorities.

Within DoD, BEA is known as a tool for transformation, rather than a solution, providing the framework for an information infrastructure. As the architecture is used and Business Enterprise Priorities (BEPs) are met, solutions to business challenges will be developed (based on the BEA) under the DoD Tiered Accountability concept.

The scope of the BEA is defined by the six BEPs, as constrained by the following four "Golden Questions:"

- Who are our people, what are their skills, and where are they located?
- Who are our industry partners, and what is the state of our relationship with them?
- What assets are we providing to support the warfighter, and where are these assets deployed?
- How are we investing our funds to best enable the warfighting mission?

BEA 3.1 improves upon previous versions of the architecture by solving various problems and ensuring consistency with the Federal Enterprise Architecture, which provides structure and content that constrains and guides all of the Federal Government. It focuses on providing tangible outcomes for a limited set of priorities, rather than attempting to manage a single, centralized structure spanning the full range of functions and activities of the Department.

As the BEA continues to mature, additional business processes and activities will be identified through re-engineering efforts. Some areas already targeted for future architecture development include linkages to warfighter requirements and objectives, the Planning, Programming, Budgeting and Execution (PPBE) process and program management portions of the BEA, and net-centricity in the BEA.

For more information on the Business Enterprise Architecture, please visit [http://www.dod.mil/dbt/faq\\_bea.html](http://www.dod.mil/dbt/faq_bea.html).

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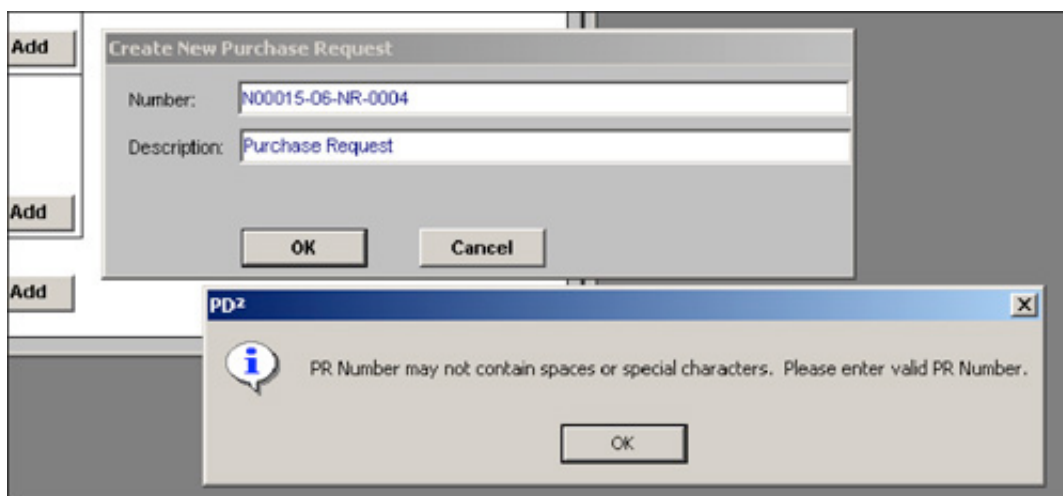
## Tips & Tricks

### Procurement Desktop Defense – Increment 2

New communities of users are in the process of upgrading from 4.2.1 to 4.2.2. Here are a few brief tips regarding new functionality associated with document numbering in Increment 2.

#### PR NUMBERS

In order to ensure compatibility with external PR and financial systems, special characters are no longer allowed in Increment 2. Attempting to create a PR number with dashes will bring up an informational error message as shown below. However, existing PR numbers with dashes or special characters (used before the upgrade to Increment 2) will remain in the system unchanged. You can open, amend and save those PRs, while preserving their original numbering format.



#### MODIFICATION NUMBERING

**Modification Control Number:** To prevent modifications from being released out of sequence (e.g. P00006 released before P00005), Increment 2 assigns the official Modification number at the time of release. When the modification is created, the system will assign a unique Modification Control Number (MCN). The MCN will be permanently placed in Block 14 of the SF 30. Service Release 06 and later versions will also display the MCN just above the SF 30 icon in PD2, and in the header section of each mod continuation page. The system-generated MCN consists of the user ID, the current fiscal year, and a sequential number (e.g. tjones063).

The MCN is used for identifying and tracking the modification document before and after release. For bilateral mods, the "DRAFT" watermark will disappear when the document is approved. Accordingly, the contractor no longer needs to review or sign mods with a draft watermark. The SF 30 that is ready for contractor signature will have an MCN, but no official mod number (Block 2 will be blank). Upon release, the official mod number (e.g. P00012) will populate Block 2 and appear on each continuation page. Contractors will know which released modifications they have signed by referring to the MCN in

Block 14.

**View the next Mod number:** At any time prior to release, you can view the next Supplemental Procurement Instrument Number (SPIIN) – the official mod number, which would be assigned if the mod were released at that very moment. Highlight the modification document - under the Procurement menu, Post-Award, click on "View Next Available SPIIN." If the next number is not correct you can:

- Have the SA adjust the PIIN Counter in PIIN Maintenance.
- Use "Document Rename/Renumber" to adjust the number as appropriate.

These added features will help to eliminate "out of sequence" mods, and reduce the number of help desk calls related to document numbering.

*DFARS 204.7004 (c)  
(6) "Each office  
authorized to issue  
modifications shall  
assign the  
supplementary  
identification numbers  
in sequence. Do not  
assign the numbers  
until it has been  
determined that a  
modification is to be  
issued."*

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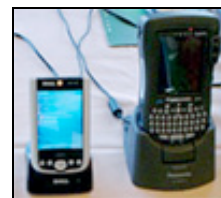
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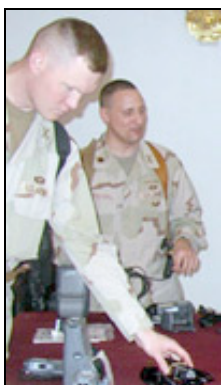
## eSF-44 Update: One Step Closer to the Future

*Electronic SF-44 Passes First Round of IOT&E with Flying Colors*

In its first real-world test, the eSF-44 has proven it has bite! The handheld computer-based software recently underwent a three-week long pilot test by field ordering officers (FOOs) currently serving in Iraq. Using Panasonic handheld computers, the officers received basic training on the device and were sent into the field to assess its abilities in everyday situations.



The results were clear. Not only was the software easy to use, it also improved the contracting process by eliminating mistakes due to illegible writing, and allowing the contracting office to track expenditures and run reports to compare prices and other criteria. Most FOOs were ready to use the device with less than an hour of training and commented that the software, which runs on the Windows platform, was intuitive and easy to learn. The devices also allowed bases to track local spending versus spending with outside vendors.



With the success of the initial eSF-44 testing, SPS will now move into the second stage of internal operational testing and evaluation (IOT&E) – deploying the devices to a larger group of FOOs (approximately 50) for a greater length of time (six months). The site of the test is still to be determined, but MAJ Ed Pettengill of SPS-JPMO is confident that the devices will hold up to the greater level of scrutiny. “The first test in Iraq proved the principle, that electronic procurement devices can work, and, in most cases, are preferable to the paper-based SF-44. The next round of testing will prove the value of this software and identify specific functions that can be improved.”

In addition to finalizing testing of the eSF-44 software, SPS-JPMO will also begin talks with the services to identify opportunities for adoption and deployment of the new devices in the field. “This electronic system will provide much more than the immediate benefit of making the procurement process easier for FOOs and contracting officers. It will also yield intangible benefits associated with being able to immediately identify where the money is going and how it is being spent,” commented MAJ Pettengill.

With one round of testing down and one to go, eSF-44 is on the march to full deployment. Look for more updates in future issues of The SPS Connection.

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